



# Warfare Studies Institute

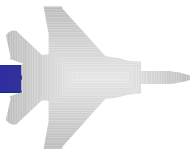


**U.S. AIR FORCE**

## Air and Space Expeditionary Force (AEF) Concept

**Gary Endersby**  
**Cubic Applications**

***Educating Tomorrow's Warfighters  
Today***





# Overview



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- **Terms/Background**
- **AEF Force Management Tools**
- **AEF Rotation Cycle**
- **AEF Across the Spectrum**
- **AEF Crisis Response**
- **AEF Center**
- **AEF Battle Rhythm**





# Lesson Objective



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Comprehend the Air and Space Expeditionary Force (AEF) concept.

## **Samples of Behavior:**

Summarize the AEF force management tools

Describe the advantages of the AEF concept

Understand how the AEF concept applies across the spectrum of conflict

- “Everyone in the Air Force must understand that the day-to-day operation of the Air Force is absolutely set to the rhythm of the deploying AEF force packages”
- “We must particularly work to change processes within our own Air Force that reach in and drive requirements not tuned to the deployment rhythm of the AEF”
- “Wing commanders should be looking at a slide in daily staff meetings that track the training progress and availability of each UTC preparing to deploy just like we track flight mission capable rates”  
General John Jumper

CSAF Sight Picture, Aug  
02



# Expeditionary Force Bagram Airbase



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**Main road - that's not haze, it's dust. The dust is about 2 inches thick on the road, the consistency of talcum powder, doesn't brush off, just sticks to you - gets up your nose, in your eyes and mouth. You cannot get away**



# Expeditionary Force Bagram Airbase



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Air Force Village - note that these are actually GREE



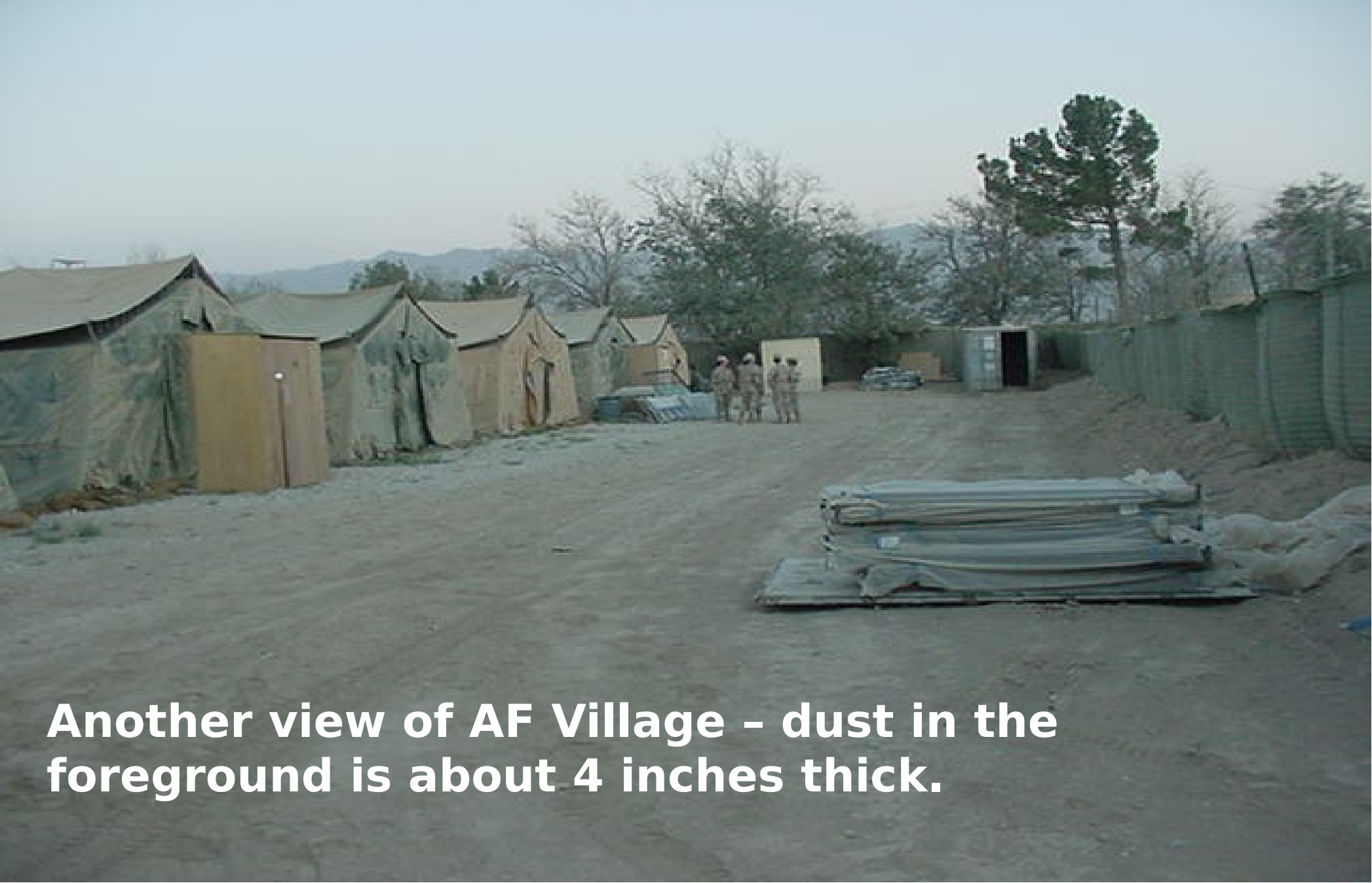




# Expeditionary Force Bagram Airbase



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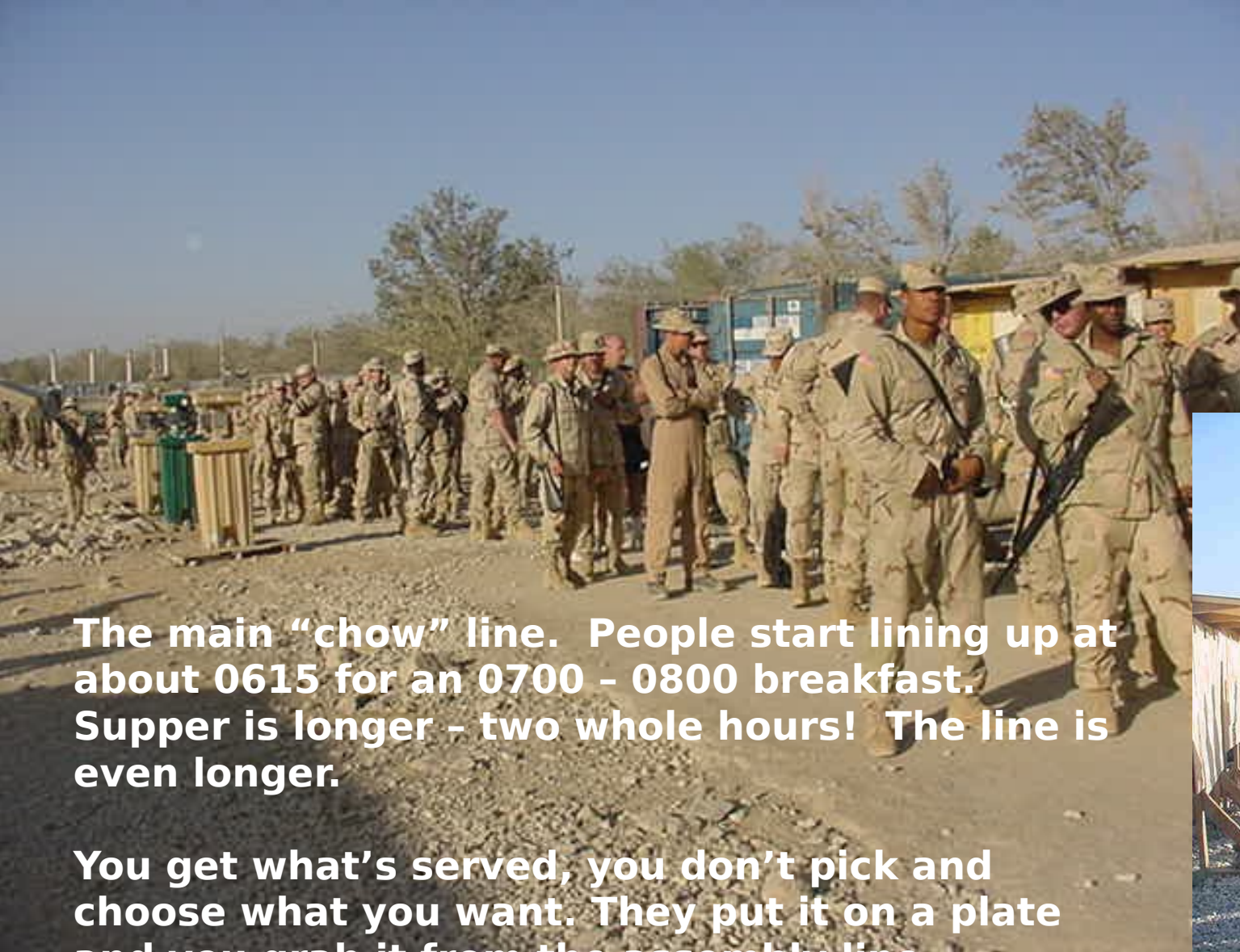
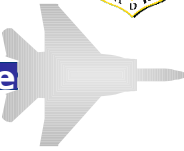
**Another view of AF Village - dust in the foreground is about 4 inches thick.**



# Expeditionary Force Bagram Airbase



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The main “chow” line. People start lining up at about 0615 for an 0700 - 0800 breakfast. Supper is longer - two whole hours! The line is even longer.

You get what's served, you don't pick and choose what you want. They put it on a plate and you grab it from the assembly line.







# What is an AEF Definition



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**The AEF CONOPS is how the Air Force organizes, trains, equips, and sustains itself by creating a mindset and cultural state that embraces the unique characteristics of air and space power - range, speed, flexibility, and precision - to meet the national security challenges of the 21st Century.**

**Presentation of AF Capabilities to the  
Combatant Commander**



# The AEF Concept



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The **Air and Space Expeditionary Force (AEF)**: A package of air and space capabilities tailored to meet the needs of a **Joint Force Commander (JFC)**

- Emphasis: Rapid Response & Employment
- Relevant Force: Effects, Size, Capability
- Full Spectrum of Operations: Humanitarian Relief to Major Combat Operations
- Light, Lean, and Lethal:
  - Employs Agile Logistics Principles
  - Creates Precision Effects
- Presentation: Joint or Coalition Operations



# Rationale for the AEF Concept



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- Cold War Air Force - Focused on Containment  
Garrison State -- robust basing and manning  
Operating from bases with large infrastructure support
- 21st Century Air Force - Focused on Engagement  
Reduced force structure and fewer forward locations  
Austere operating bases with limited infrastructure

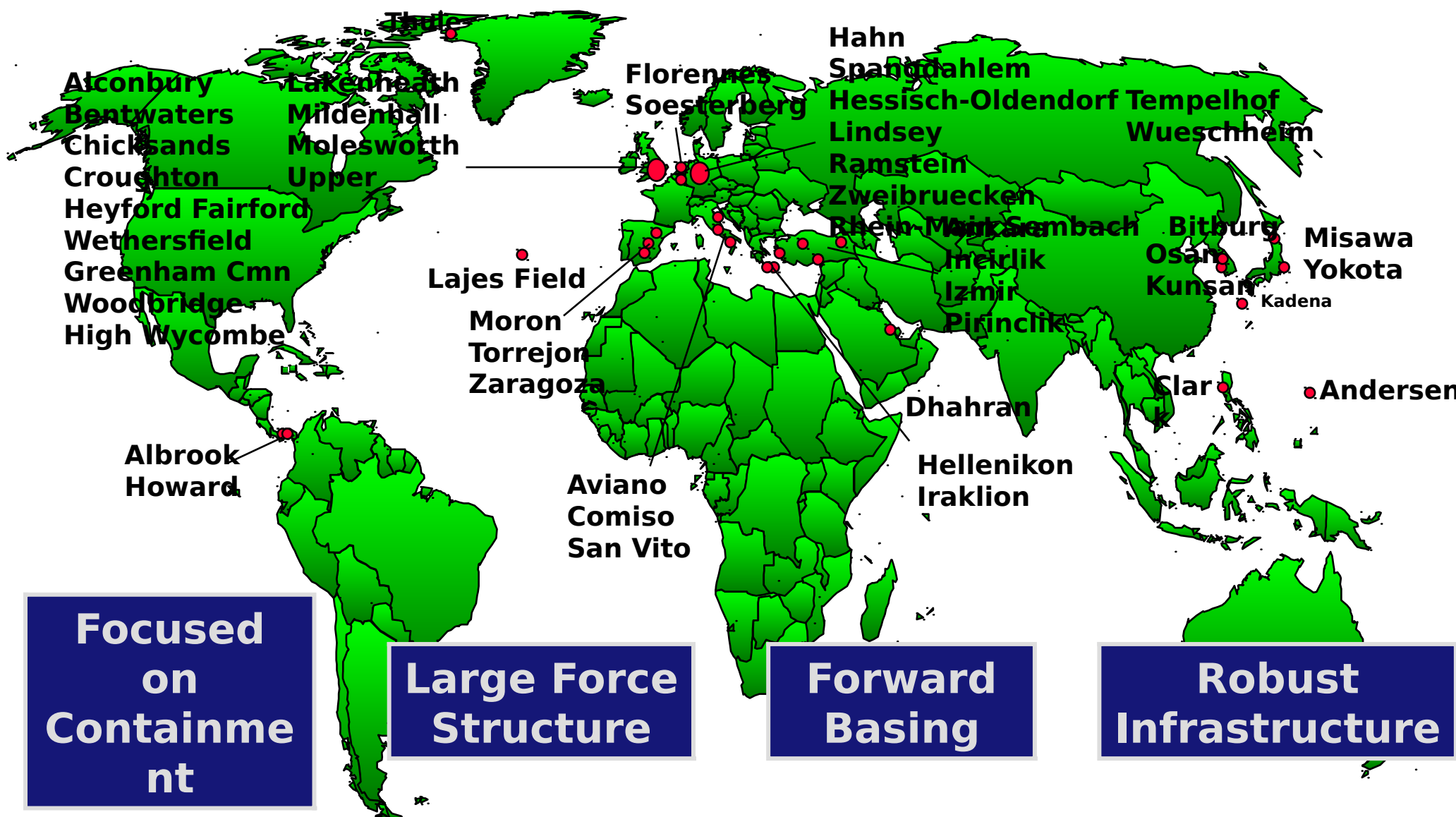
**Requires an Expeditionary  
Approach**



# Overseas Basing in the Cold War

## 570,000 Air Force Personnel

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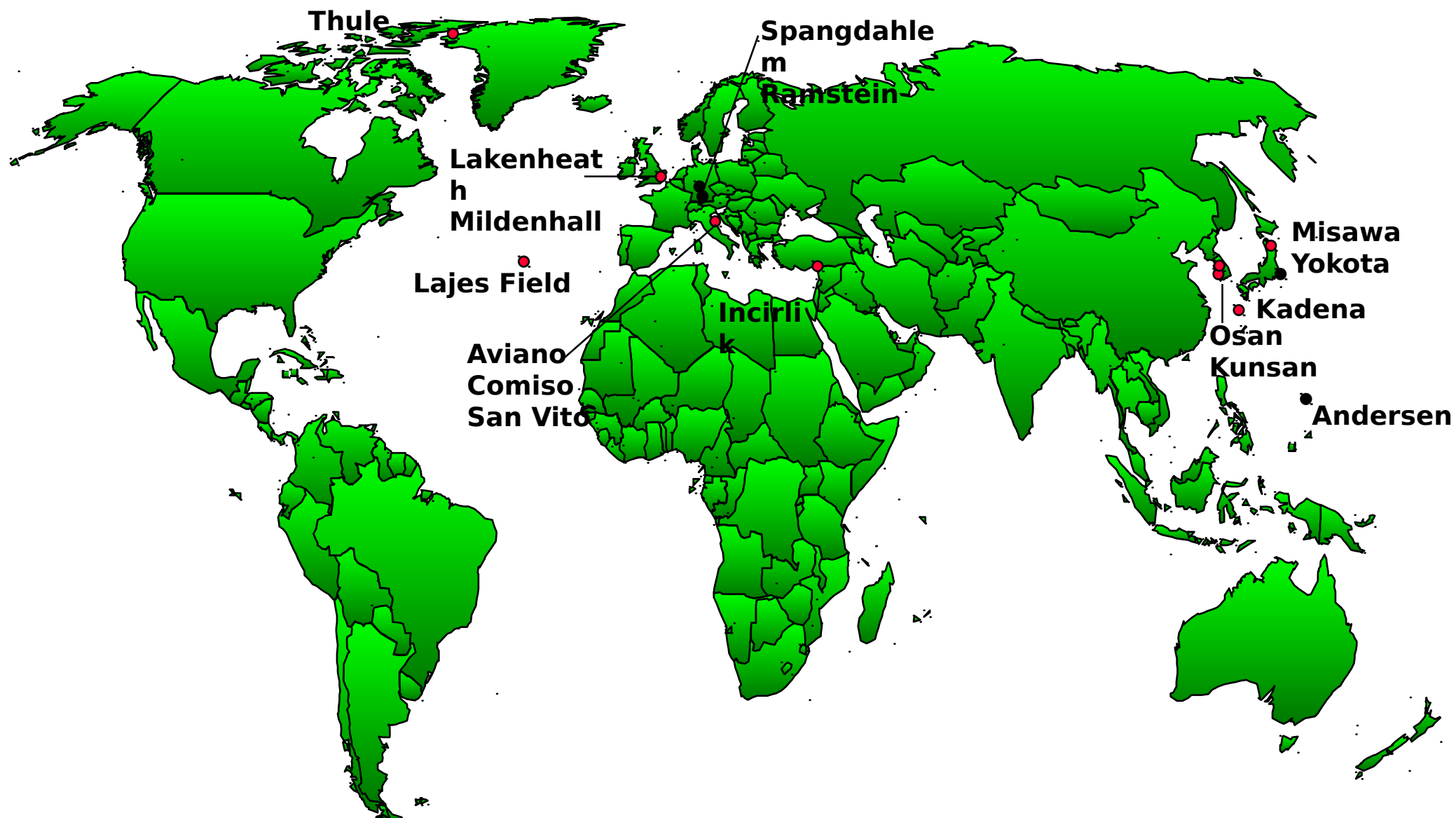
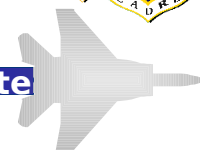






# FY04 Overseas Basing 375,000 Air Force Personnel

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# Today's Overseas Contingency Basing



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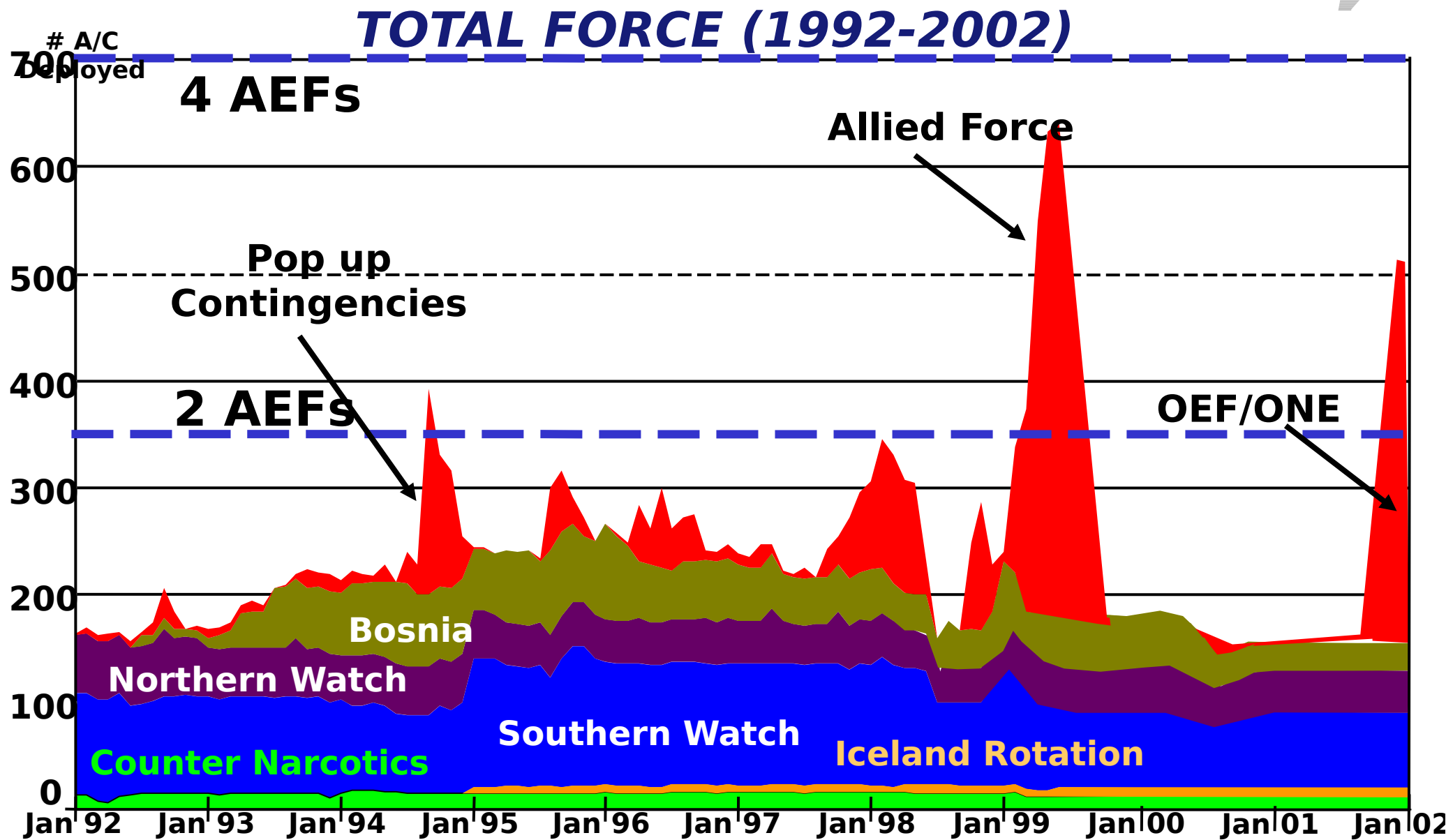
**21st Century Air Force engagement requires expeditionary basing**



# USAF Aircraft (Iron) Deployed Worldwide



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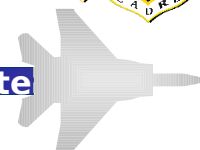




# A New Challenge for the 21<sup>st</sup> Century



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## Cold War Air Force

**Containment**

**Large Force Structure**

**Extensive Forward Basing**

**Robust Infrastructure**

**Airmen Stayed at Home**

## Today's Air Force

**Engagement**

**1/3 Fewer People**

**2/3 Fewer Overseas Bases**

**“Bring your own Infrastructure”**

**4 Times More Deployments**

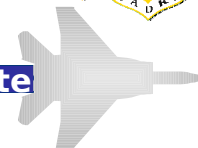




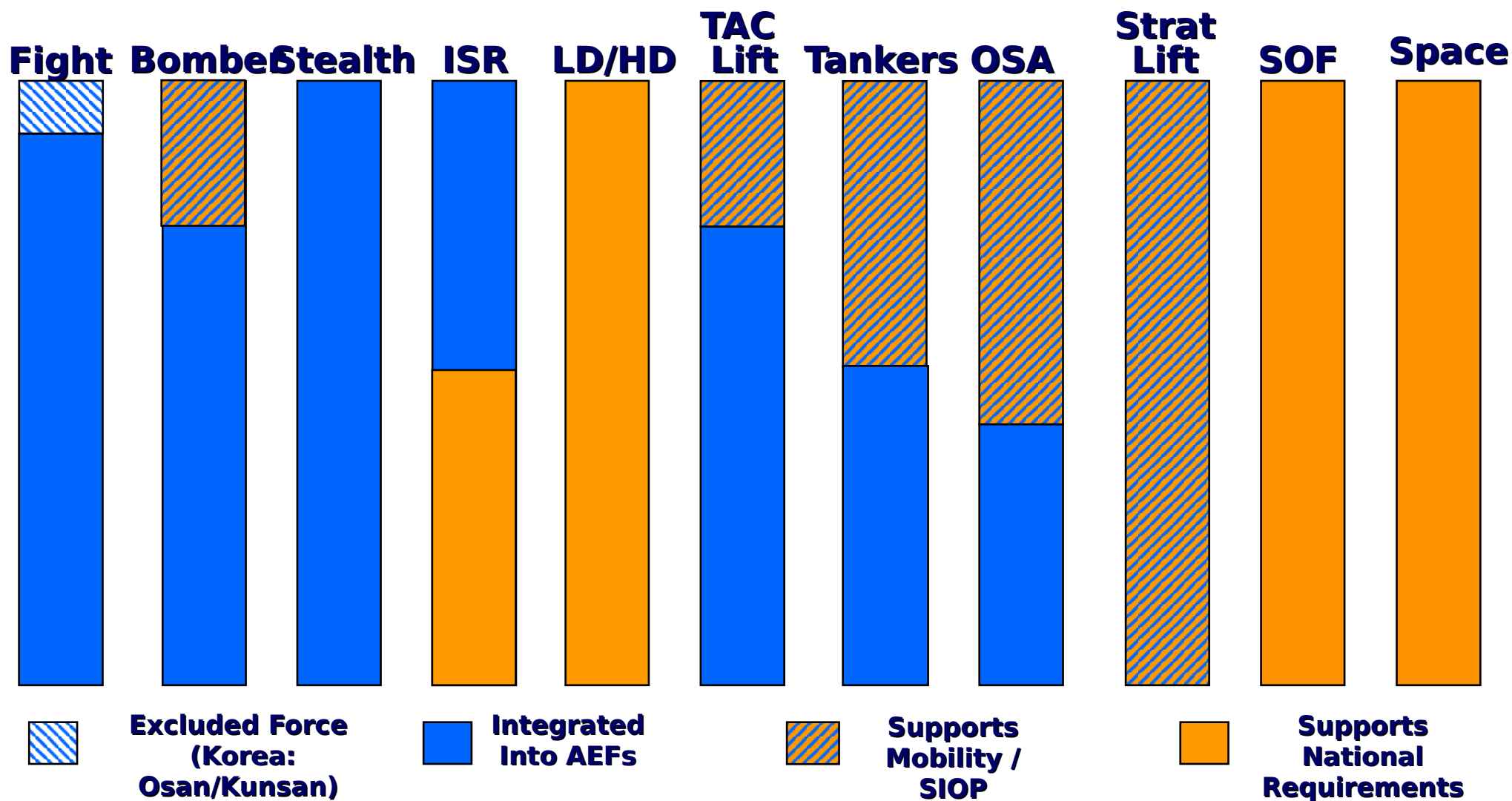
# What Forces Are Involved in the AEF Concept?



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**Active / Guard / Reserve**

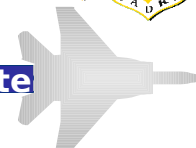




# Typical Air Force Organizational Structure



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**Regional Components**

**MAJCOM**

**MAJCOM**

**MAJCOM**

**MAJCOM**

**Theater Warfighting Commands**

**NAF**

**NAF**

**NAF**

**NAF**

**Air & Space Squadrons/Units**

**UNIT**

**UNIT**

**UNIT**

**UNIT**

**NAF = Numbered Air Force**



# The Notional AEF Organizational Structure



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**Regional Components**

**MAJCOM**

**MAJCOM**

**MAJCOM**

**MAJCOM**

**Theater Warfighting Commands**

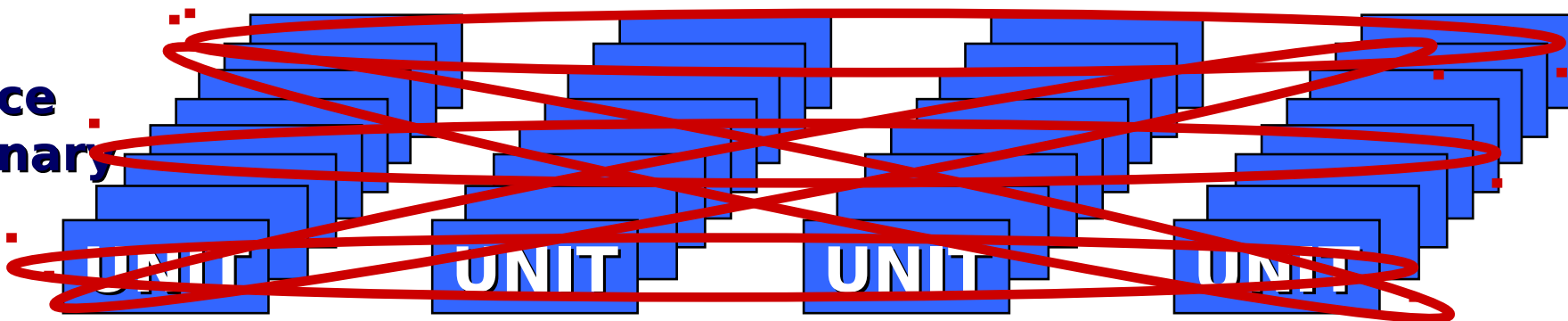
**NAF**

**NAF**

**NAF**

**NAF**

**Air & Space Expeditionary Units**



**10 AEFs -- A Total Force Solution**



# AEF Required Capabilities



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- **The AEF requires the capability to:**
  - **Adapt to the full spectrum of operations--from steady state to crisis and back**
  - **Leverage the total force - active, reserve, guard, and civilians - to provide Joint Force Commanders constantly ready forces**
  - **Provide appropriate AETF operating bases, pre-positioning of supplies and equipment to support Air and Space forces**
  - **Sustain combat power with predictable AEF rotation schedule**





# **AEF Force Management Tools**

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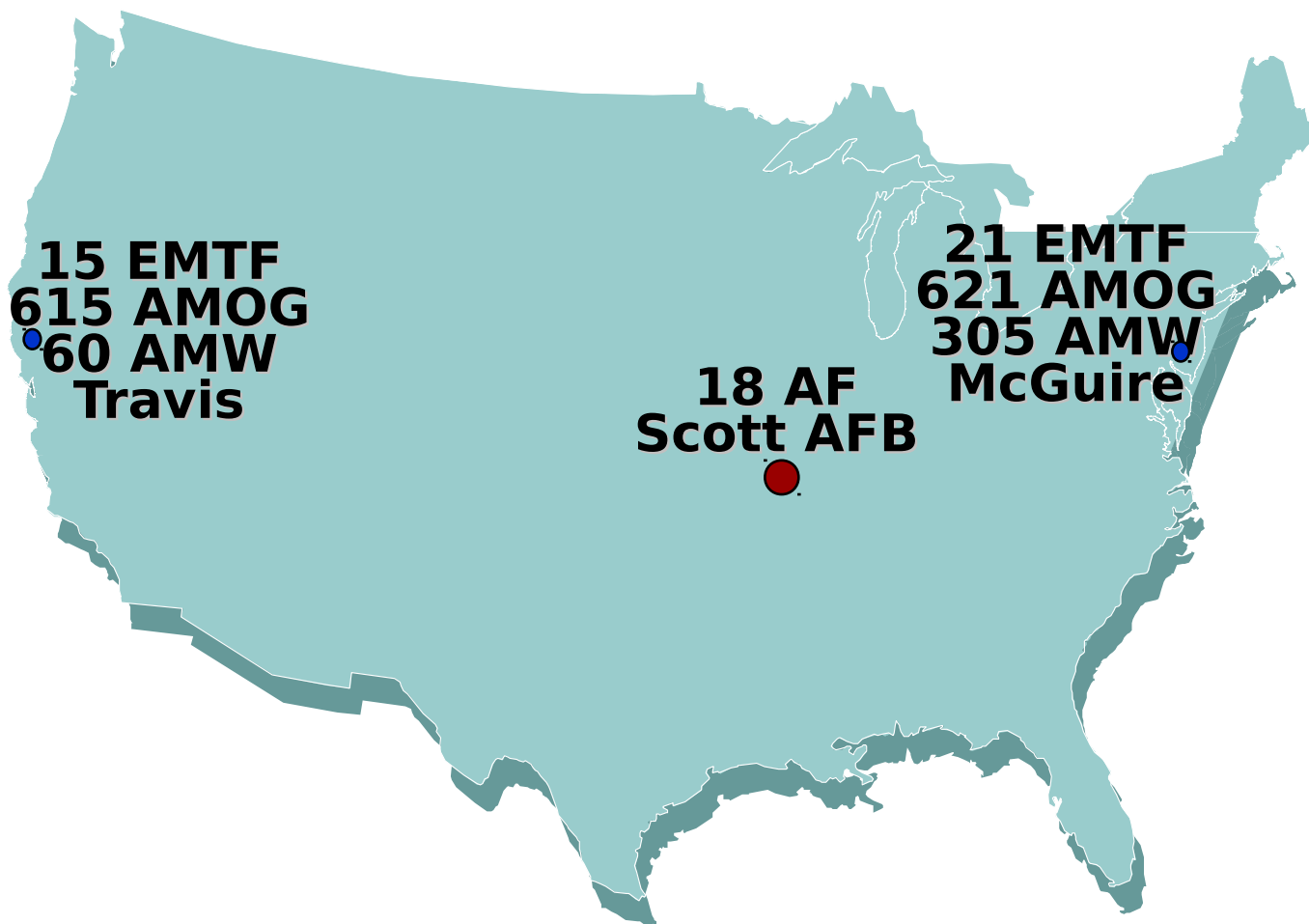
- **Air Mobility Command's Expeditionary Mobility Task Forces (EMTFs) for deploying/sustaining forces and responding to mobility-centric operations**
- **Low Density/High Demand Assets consisting of various weapons systems & AFSCs**
- **10 Air and Space Expeditionary Forces (AEFs) with forces deployed or on-call**



# Expeditionary Mobility Task Forces (EMTF)



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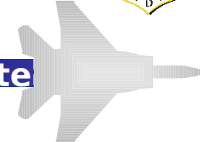
**AMC's 18<sup>th</sup> Air Force at Scott AFB**  
**AMC's 15<sup>th</sup> EMTF and 21<sup>st</sup> EMTF**



# 18<sup>th</sup> Air Force Organizational Structure



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**18th Air Force**  
**18 AF/CC**  
**Scott AFB IL**

**15th Exped. Mobility Task  
Force**  
**15 EMTF/CC**  
**Travis AFB CA**

**21st Exped. Mobility Task  
Force**  
**21 EMTF/CC**  
**McGuire AFB NJ**

**615<sup>th</sup> Air Mobility  
Operations  
Group**  
**Travis AFB CA**

**715<sup>th</sup> Air Mobility  
Operations  
Group**  
**Hickam AFB HI**

**621<sup>st</sup> Air Mobility  
Operations  
Group**  
**McGuire AFB NJ**

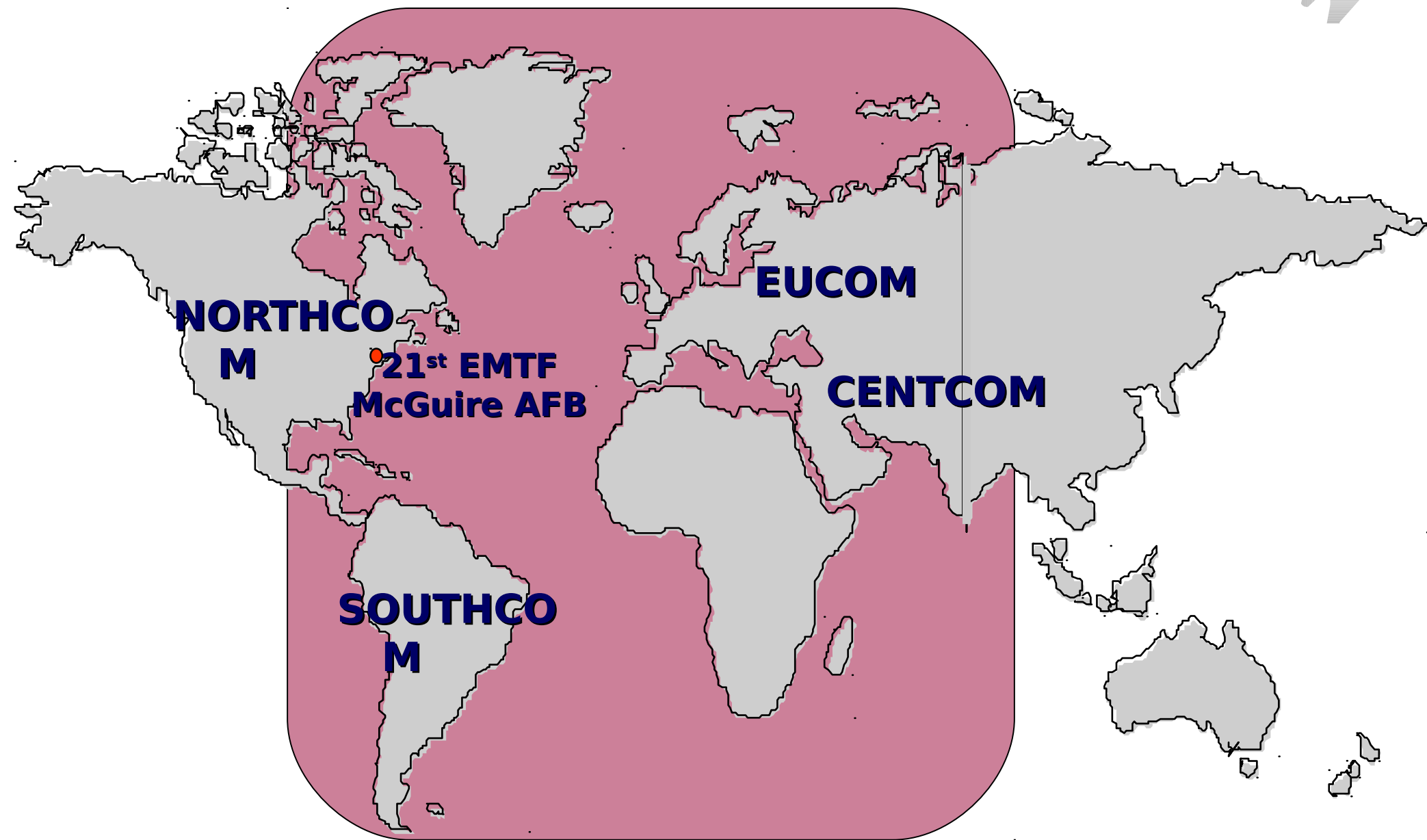
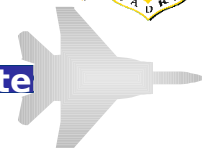
**721<sup>st</sup> Air Mobility  
Operations  
Group**  
**Ramstein AB GE**



# 21<sup>st</sup> EMTF Focus Area

"The Mississippi River East to Calcutta"

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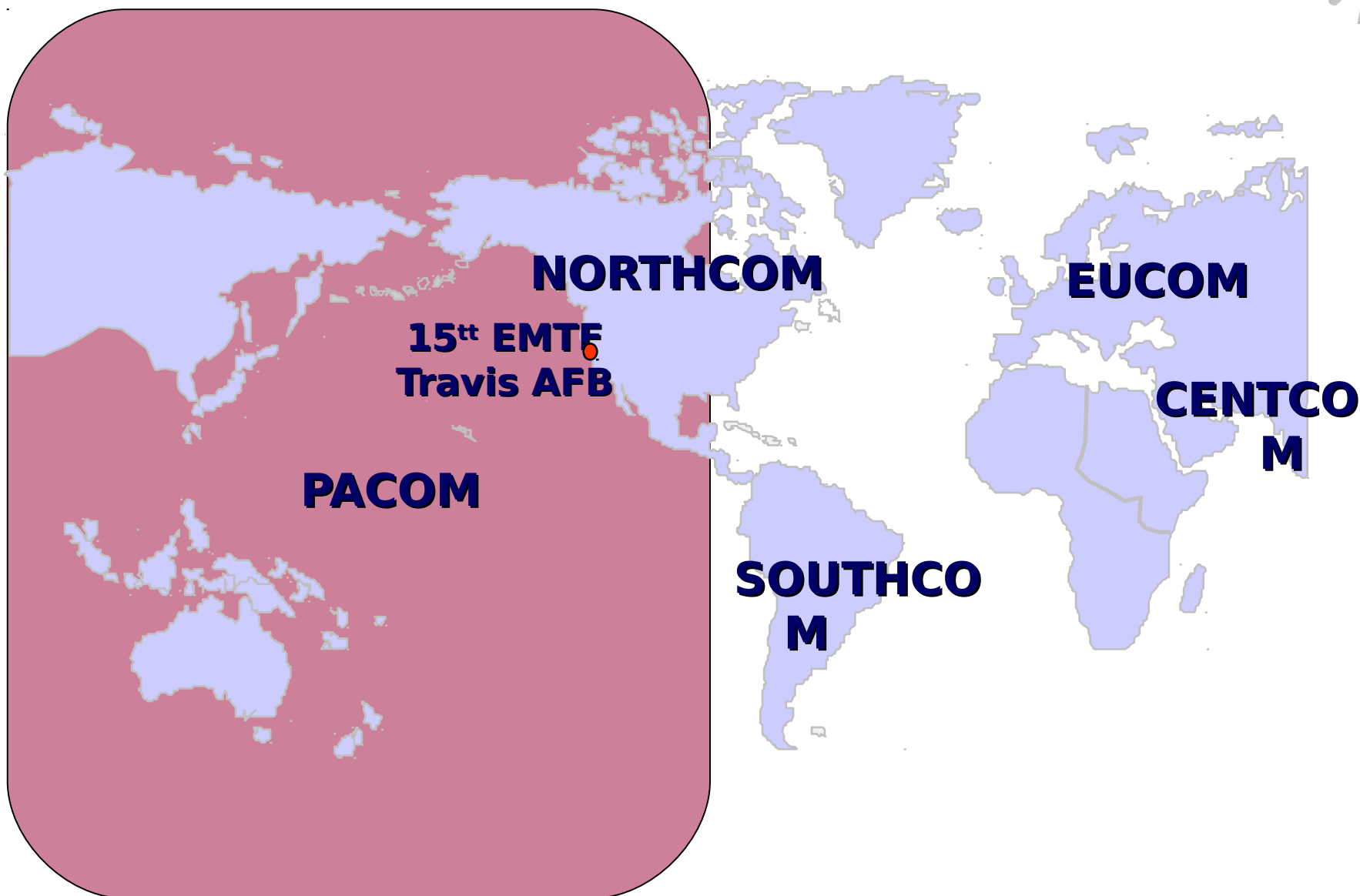




# 15<sup>th</sup> EMTF Focus Area

**“The Mississippi River to Calcutta in the Other Direction!”**

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# Low Density/High Demand Assets



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**AC-130 Gunship**

**E-3 AWACS**

**E-8 Joint STARS**

**EC-130E Commando Solo**

**EC-130H Compass Call**

**Ground Theater Air Control System**

**HC-130 King**

**HH-60G Pave Hawk**

**Center**

**U-2 Dragon Lady**

**MC-130E Combat Talon I**

**MC-130H Combat Talon II**

**MC-130P Combat Shadow**

**MH-53 Pave Low**

**MQ-1 Predator**

**RC-135 Rivet Joint**

**RQ-4 Global Hawk**

**TPN-19 Landing Control**

**In addition to the crews of the above systems, the Air force considers the following specialties in the LD/HD category:**



# Low Density/High Demand Assets



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## Operation Enduring Freedom

**Combined Air Operations  
Center  
tasks AC-130 to target  
area**

**Predator maintains track  
until**

**AC-130 arrives on-station**

**2 role**

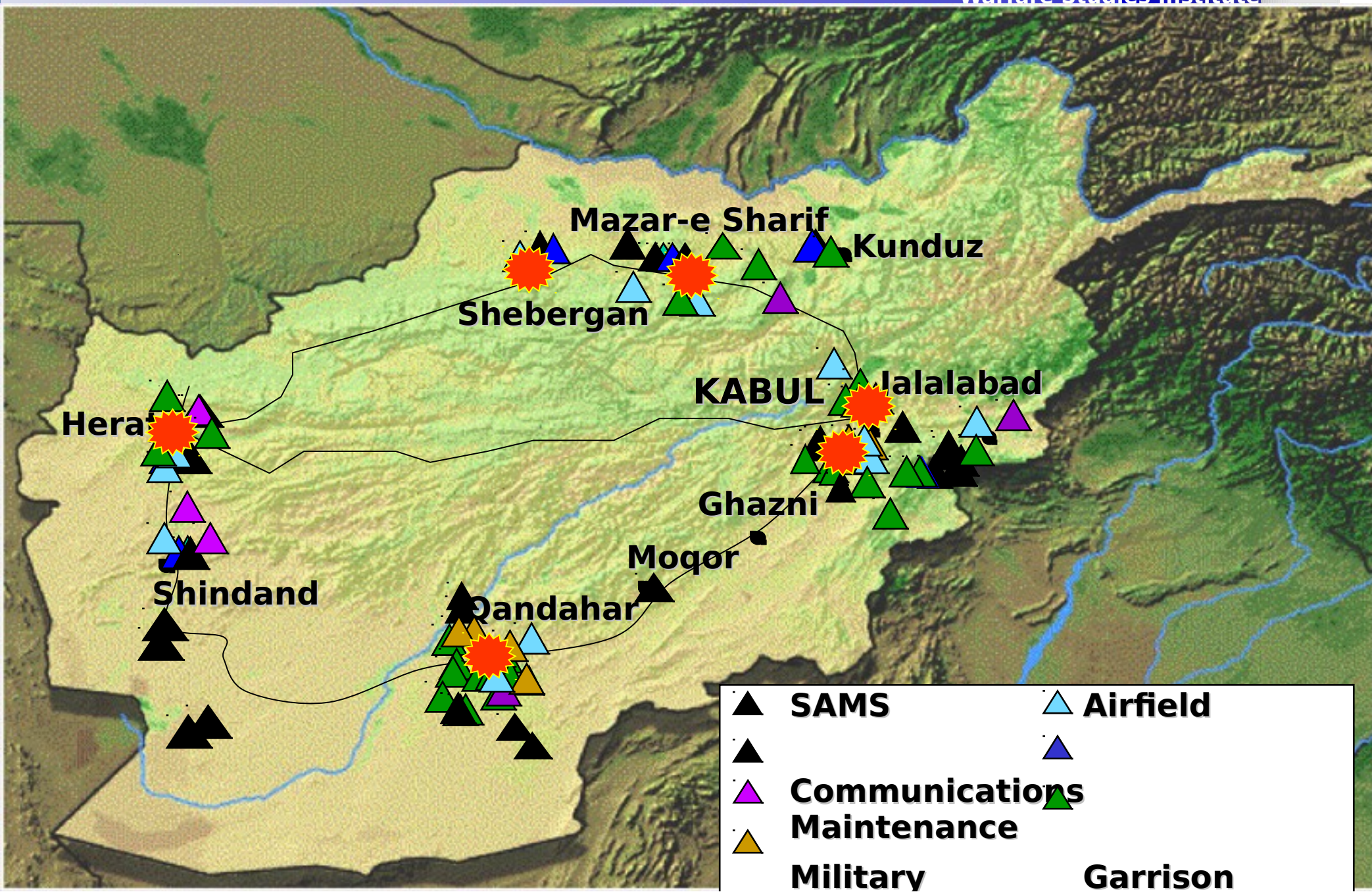






# Low Density/High Demand Assets

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- Air Support during Operation Iraq Freedom
- Differences between the ARMY & USMC
- 30 X 30 NM Killboxes
- Further divided into 10 X 10 NM Keypads
- Keypads divided into 5 X 5 Squares:



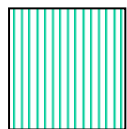


# Low Density/High Demand Assets

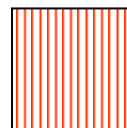
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Open Kill Box



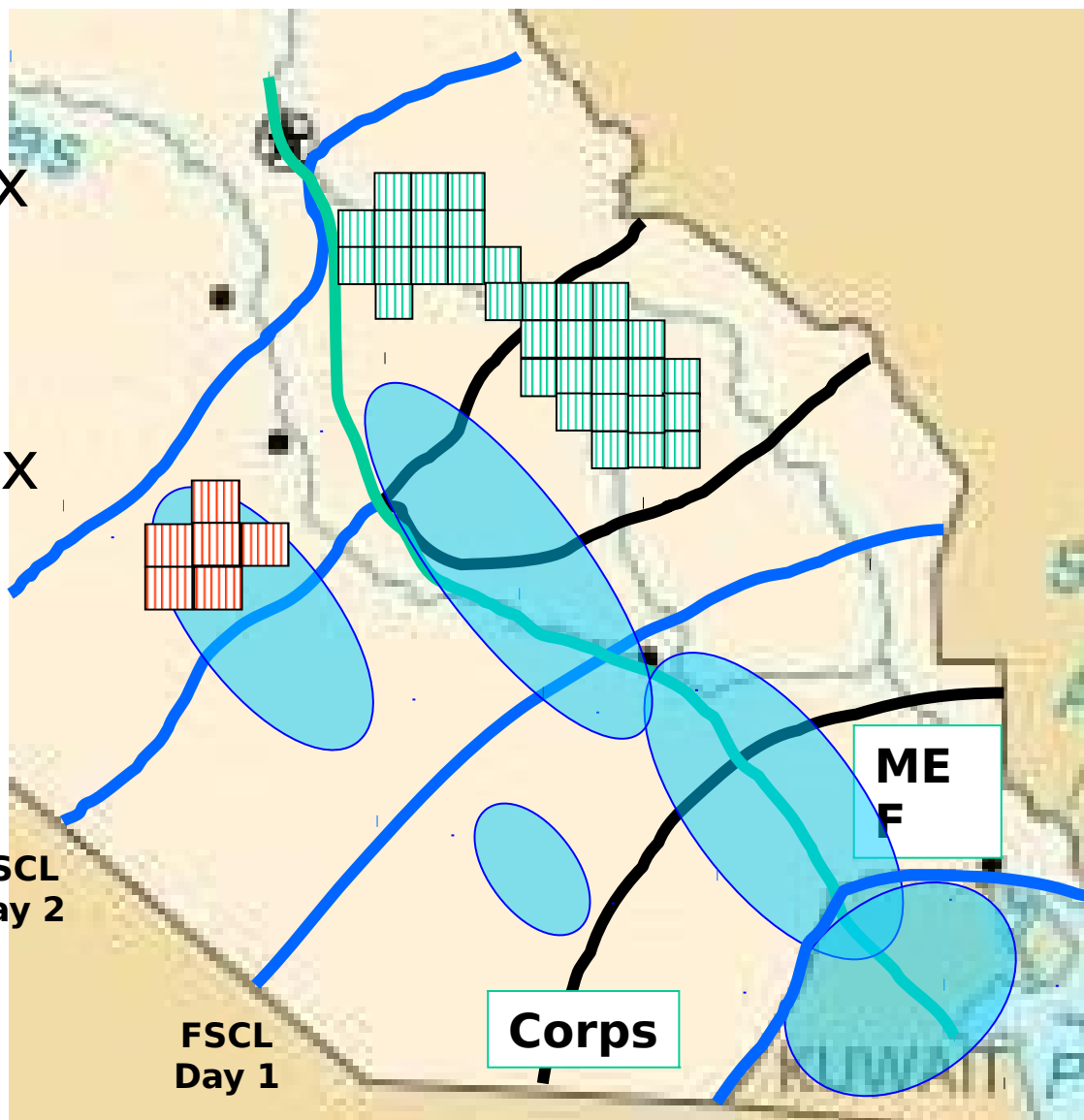
Closed Kill Box



FSCL  
Day 5

FSCL  
Day 2

FSCL  
Day 1



Forces





# Notional AEF Defined



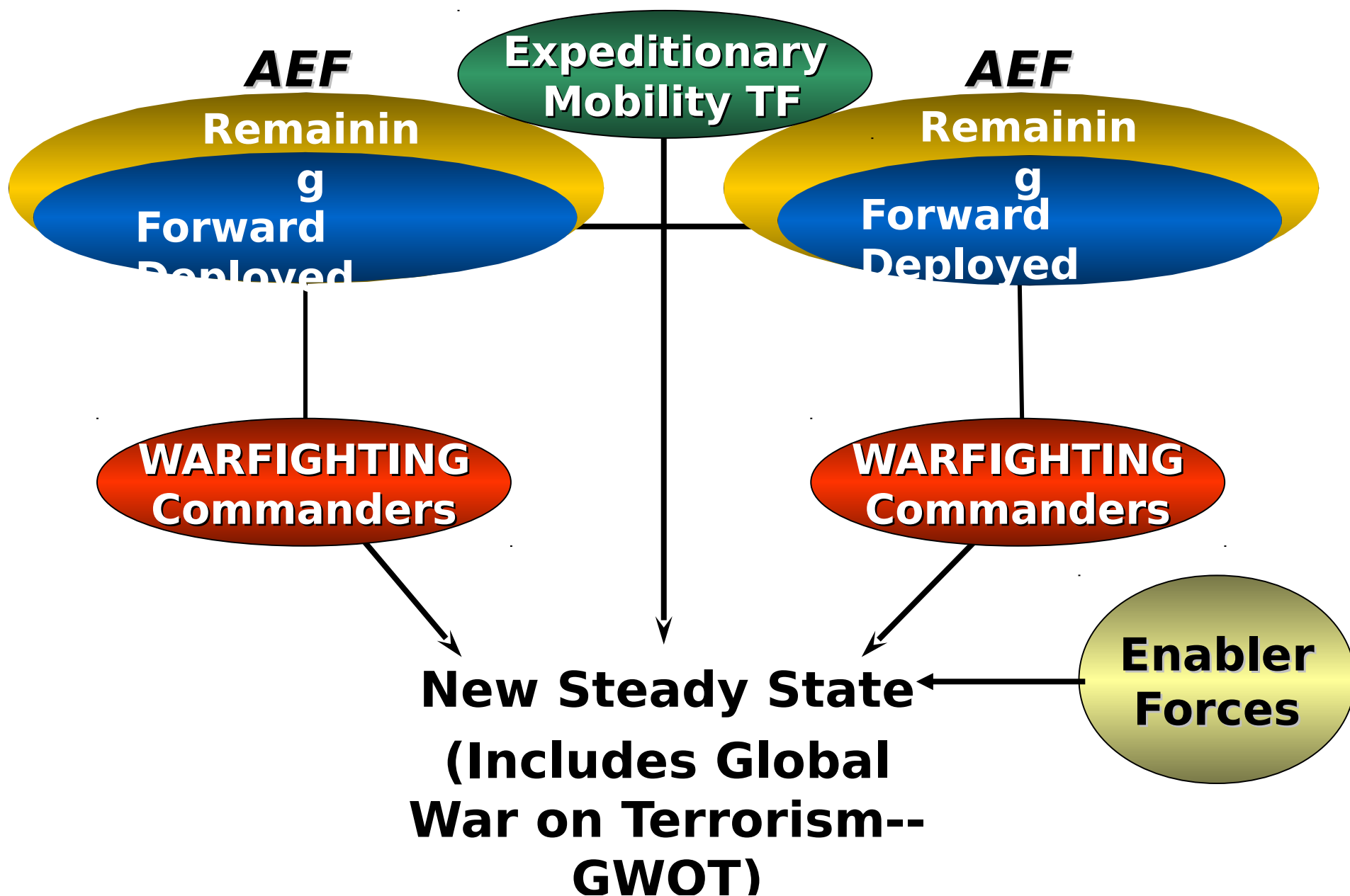
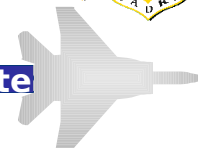
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- Mixture of Air and Space Capability
- Balanced, flexible, sustainable
  - Tailored to meet Combatant Commander requirements
- Responsive
  - 0 - 24 Hours: Strategic warning / prepare to deploy
  - 24 - 72 Hours: Deploy to begin operations
- Aircraft, equipment and personnel (per AEF)
  - Approximately 175 Aircraft
  - Approximately 50K Personnel—per AEF pair
- AEFs make available for deployment all or part of their aircraft and personnel (UTC dependent) under current steady-state and GWOT tasking requirements



# AEF Planning Concept

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# AEF Rotation & Sustainment Cycle

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**Major  
Commands**

**Combatant  
Commanders**

## Normal Training Period

- Maintenance & Modifications, Composite Force Exercises, Inspections, etc.

## Preparation Period

- Site-specific Deployment Preparation

## Employ

- Deployment Eligibility

**Recovery**

10 Months

2 Month

3 Months

**C-1**

**C-1**

**C-1 → C-4**

## 90 Day Rotation

- Maintains high-level of readiness
- Allows reconstitution/training
- Preserves

**Key to maintaining and sustaining combat capability**



# Paraphrasing the AEF Concept



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- **AEF concept utilizes force management tools.**
- **10 AEFs are pre-designated mixture of combat, mobility, support and leadership capabilities**
- **AEFs match capabilities with JFC requirements**
- **AEF elements fulfill a three month “on call” period every 15 months.**
- **AEFs are not deployable units and do not have command authority**





# AEF

# Operating Environments

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## Steady State

When combatant commander requirements are met  
using the on-call pair in the AEF library

## Crisis State

When the Air Force must reach forward and pull UTCs from AEFs not scheduled for the current rotation to meet the combatant commander requirements

## Transition State

Recovery period to return to steady state from crisis state



# AEF Comparison



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**12 Carrier Strike Groups**



**10 Divisions**



**Command & Control  
Iron (Aircraft)**

**Expeditionary  
Combat Support  
(ECS)  
Equipment**

**10 AEFs = 5 pairs**

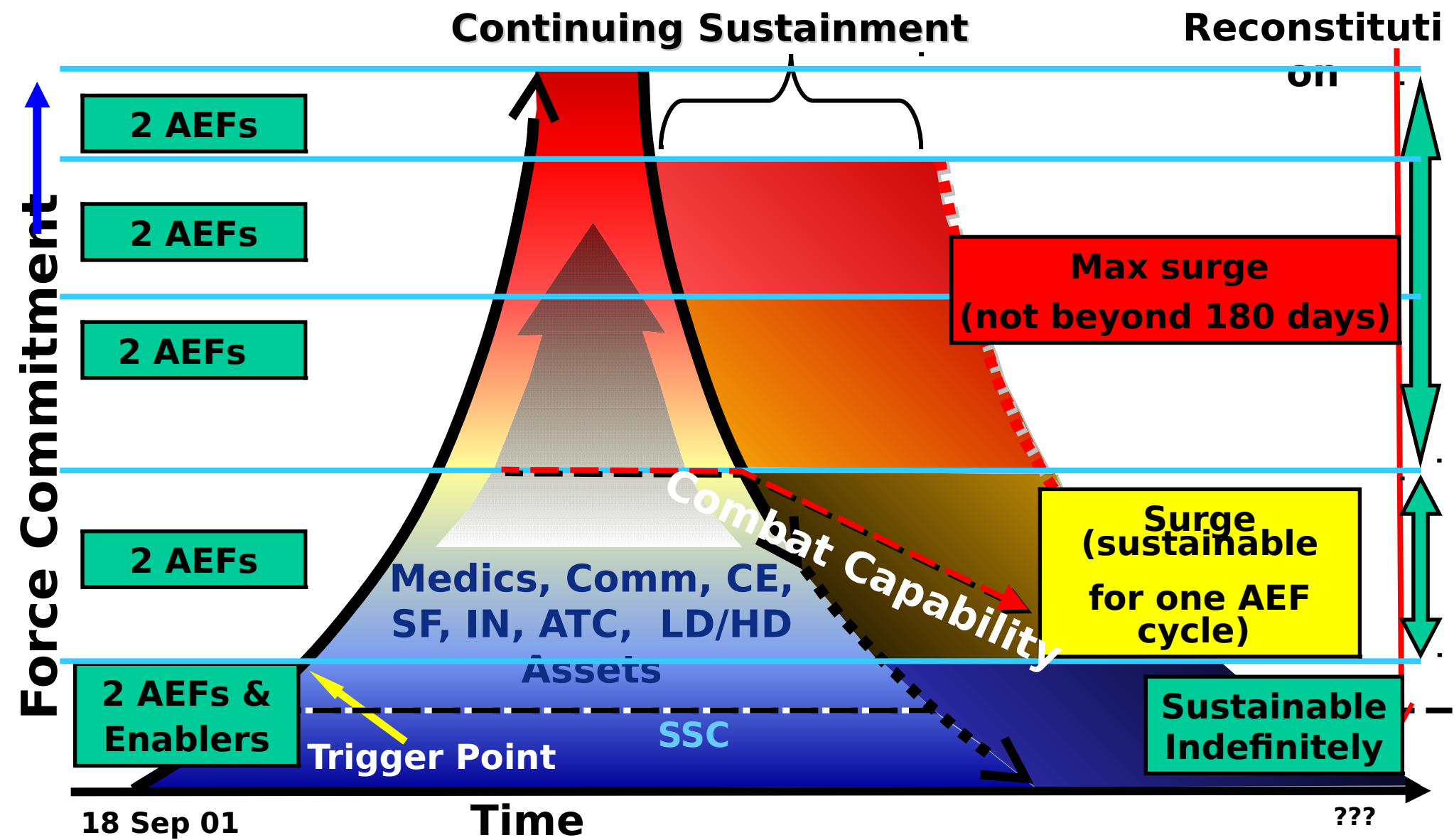




# Current Operational Reality



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# Expeditionary Force Presentation Post Sept 11, 2001

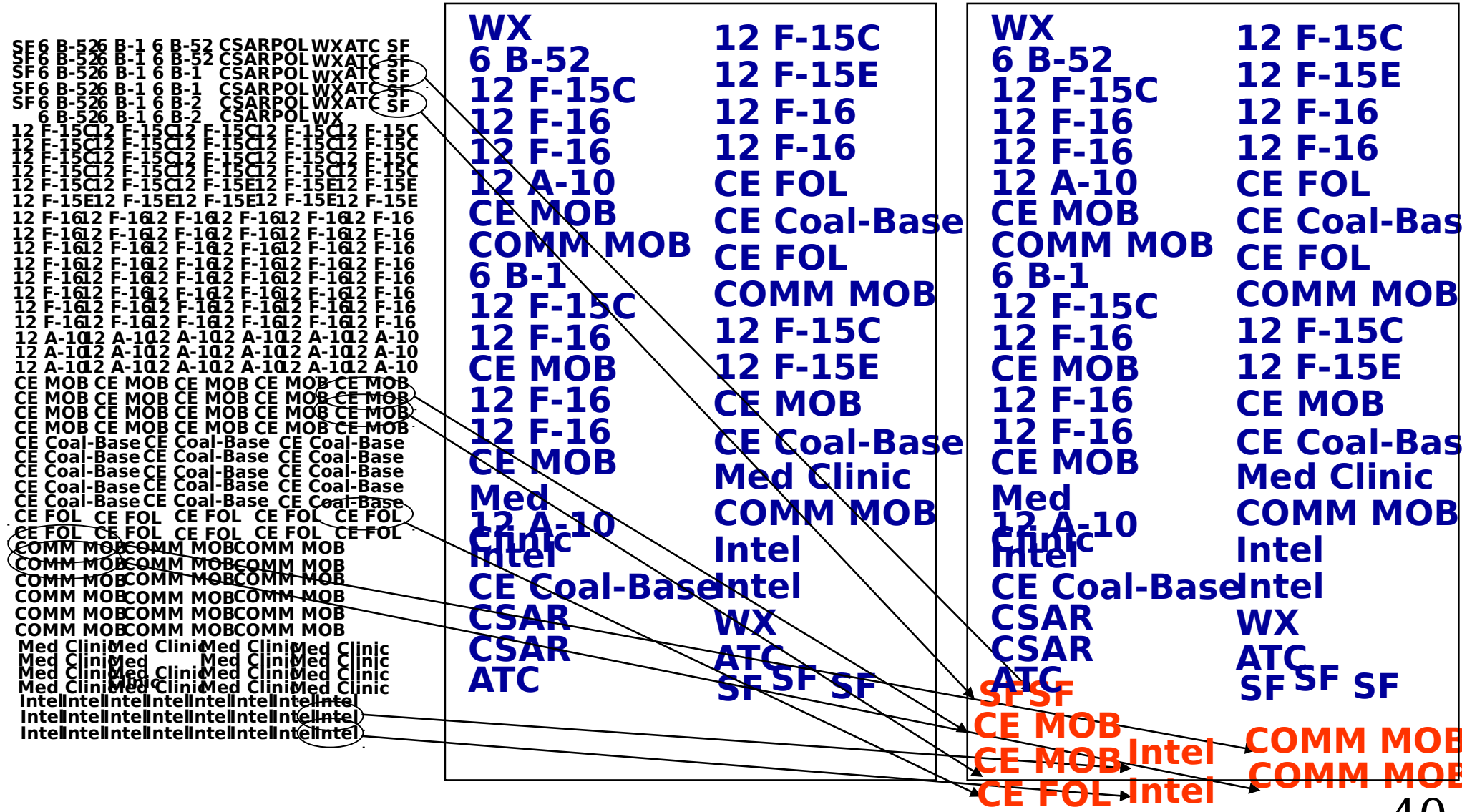


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All AF Capabilities

AEF Pair

Called for by  
Combatant CC (AETF)





# **AEF Concept Advantages**



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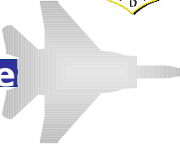
- **AEF provides a process to smoothly transition across the spectrum of military operations.**
- **AEF uses structural and cultural changes to create more effective force management tools.**
- **AEF provides timely, relevant forces to meet the demands of the National Military Strategy**
- **AEF addresses the challenge of sustaining air and space assets, while providing predictability and stability to OPTEMPO and PERSTEMPO**



# Current Operations

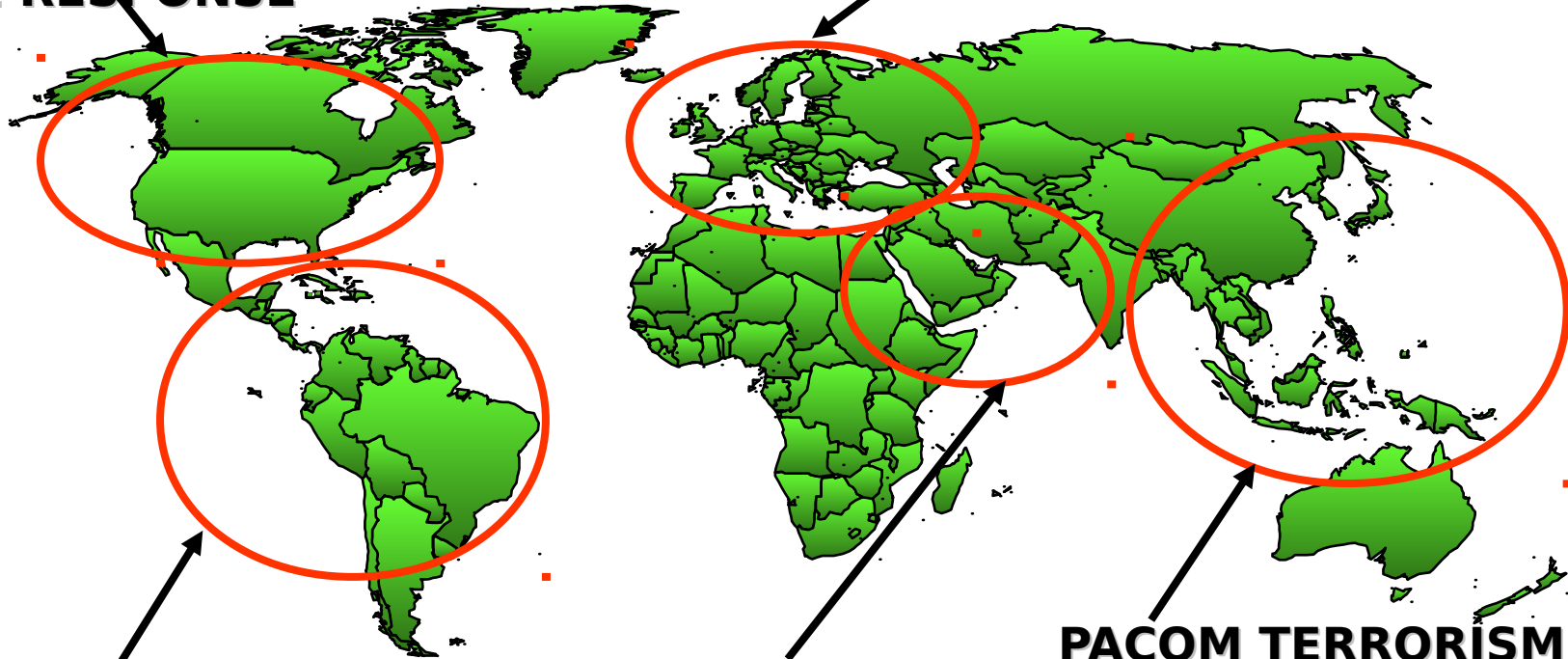


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**NOBLE EAGLE**  
**ENDURING FREEDOM Augmentation**  
**MILITARY SUPPORT TO CIVIL**  
**AUTHORITIES**  
**CBRNE RESPONSE**

**JOINT FORGE**  
**JOINT GUARDIAN**  
**USAFE OEF Augmentation**  
**EUCOM ENDURING FREEDOM**



**COUNTER DRUG**  
**GUANTANAMO BAY OPS**

**IRAQI FREEDOM PHASE 4**  
**ENDURING FREEDOM**  
**ENDURING FREEDOM Augmentation**  
**SWA Exercises**

**PACOM TERRORISM RESPONSE**



# Planning



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## **Military planning starts with rules & assumptions**

- *Most military campaigns begin with plans that are either rules-based, assumption-based or a combination thereof*

**The plan is nothing—planning is everything**

**Operations become faith-based when military organizations cling to pre-war rules & assumptions in the face of evidence to the contrary**

**An “effects-based approach” demonstrates the ability to assess and adapt during planning and execution**

**“No plan survives first contact with the enemy”**

**-Von Moltke**





# **AEFC Mission Statement**



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**The AEF Center executes the Air Force battle rhythm...the enabler that delivers versatile and responsive Total Force air and space power to meet the warfighters' global security requirements**

**We make the AEF Happen!**



# **AEF Center**

## **A Dual-Track Mission**



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- The continual development, refinement and implementation of the AEF CONOPS
  - Influence policy changes to build an expeditionary mindset
  - Outreach, Web Information
  - Unit Type Code restructuring and posturing
  - Use of force modules to present ECS forces
- The operational execution of the AEF CONOPS; including sourcing, scheduling, planning, and presenting AEF forces to deploy to global theaters of operation
  - Steady state and crisis sourcing / scheduling
  - Tracking UTC mission readiness in ART
  - Planning Conferences



# AEF Center Execution Tools & Systems



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## War and Mobilization Plan (WMP)

- Air Force-wide UTC Availability and Tasking Summary (AFWUS)

## Joint Operational Planning And Execution System (JOPES)

- Time-Phased Force and Deployment Data

## Deliberate Crisis Action Planning and Execution Segments (DCAPES)

- Deployment Requirements Manning Document (DRMD)

## Manpower and Personnel-Base (MANPER-B)

- AEF Time-Phased Force and Deployment Data (TPFDD) Library
  - ECSS(Scheduler Tool)

## AEF UTC Reporting Tool (ART)



# Requirements/Sourcing Lifecycle



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## REQUIREMENTS DEVELOPMENT PHASE

COA SELECTED

SUPPORTED COMPONENT CONVERTS  
COA INTO REQUIREMENTS

ENTERS UTC IN  
JOPES TPFDD

## SOURCING PHASE

AEFC CONTINUOUSLY  
**MONITOR** FOR MAJCOM  
VERIFICATION

MAJCOM REVIEWS  
SOURCING

AEFC **NOMINATES**  
SOURCING FROM  
TPFDD LIBRARIES

ABLE TO FILL

MAJCOM  
SHORTFALL  
PROCESS

UNABLE TO FILL

MAJCOM  
SHORTFALLS

AEFC  
**NOMINATES**  
ANOTHER UNIT

## VALIDATION PHASE

MAJCOM  
**VERIFIES**

SUPPORTING  
CC (JFCOM)  
VERIFIES

SUPPORTED  
AIR COMPONENT  
VALIDATES

SUPPORTED  
CC VALIDATES

TRANSCOM  
VALIDATES

## DEPLOYMENT MOVEMENT PHASE

AEFC FLOWS  
DRMD TO PRF

UNIT  
CONFIRMS  
MEMBERS

PRF CUTS  
CED  
ORDERS

MEMBERS  
PROCESS/  
DEPLOY

REQUIREMENTS  
CLOSE IN AOR

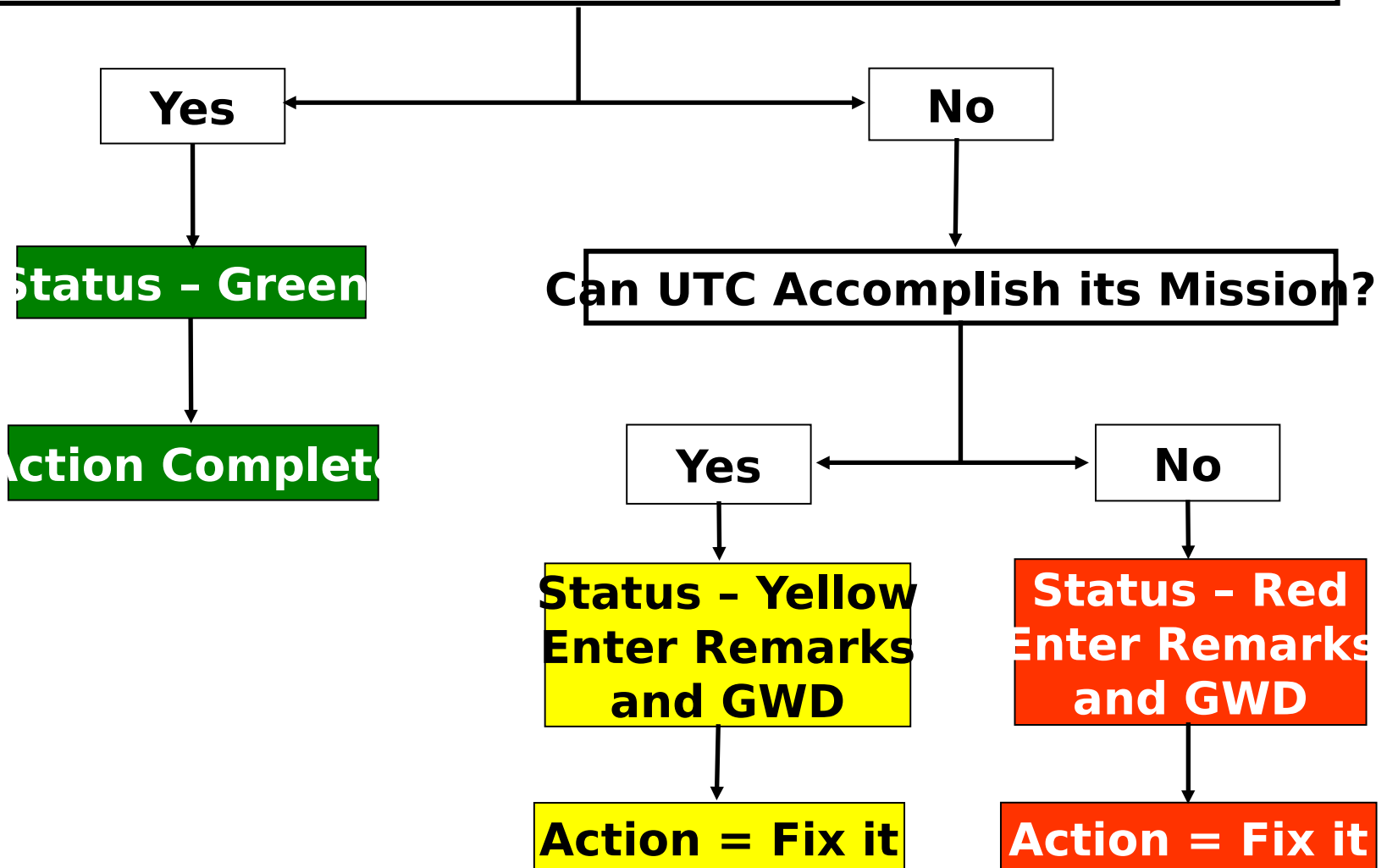
TRANSCOM  
ALLOCATES  
LIFT



# Monthly Assessment Process

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Does UTC have **Everything** Required to Perform MISCAP?





# AF UTC Reporting Tool (ART)

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## What ART Provides

- ART enables commander's to report the ability of an individual UTC to perform its Mission Capability Statement (MISCAP) anywhere in the world at the time of the assessment
  - Highlights missing resources
  - Helps to quantify missing requirements for additional justification when submitting budgets
- Gives planners the ability to evaluate UTC prior to tasking
  - Pick the UTC with the best capability to meet tasking
  - Help to forecast shortfalls and be proactive instead of reactive





# SORTS vs. ART

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## Different Baseline & Assumptions

### SORTS

- DoD-Wide
- Focus on entire unit level on modular scalable UTCs
- MTW OPLAN
- DOC statement  
Statement response time

### ART

- USAF Only
- Focus is below unit
- AEF operations
- Mission Capability  
(MISCAP) response



# AEF Certification



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- AF process not a MAJCOM, CAF or Joint process
- Moves readiness visibility from functionals to the commander chain
- Holds commanders accountable for organizing, training, and equipping UTCs to perform theater specific mission
- Informs Combatant Commanders on the status of AEF deploying forces
- Certification takes place every AEF rotation

**Deploying forces need to arrive in theater full-up and ready to fight**



# The Road Ahead



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- **The Air Force has surged for more than one complete AEF cycle**
- **Continuous surge operations jeopardizes enhanced GWOT operations and future MCO supportability**
- **Must change perception that AEF is just a Service scheduling tool**
- **Need SECDEF-mandated presence policy to ensure a common playbook for use of Air Force forces as well as other Services—should be completed FY04**



# AEF Updates



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- 7 Critically Stressed Career Fields:
  - Intelligence, Services, Fuels, Civil Engineers, Air Transportation, Theater Deployable/Satellite Communications and Security Forces
- 17 Career fields are short-staffed—may take years to get back into balance
- “Long-Haul” Shortages:
  - Security Forces, OSI, Civil Engineers, Fuels, Firefighters, Command Post, Transportation, Combat Control, Intelligence, Explosive Ordnance, Communications, Air and Space Warning and Control, Pilots, Aircrews and Medical



# AEF Updates



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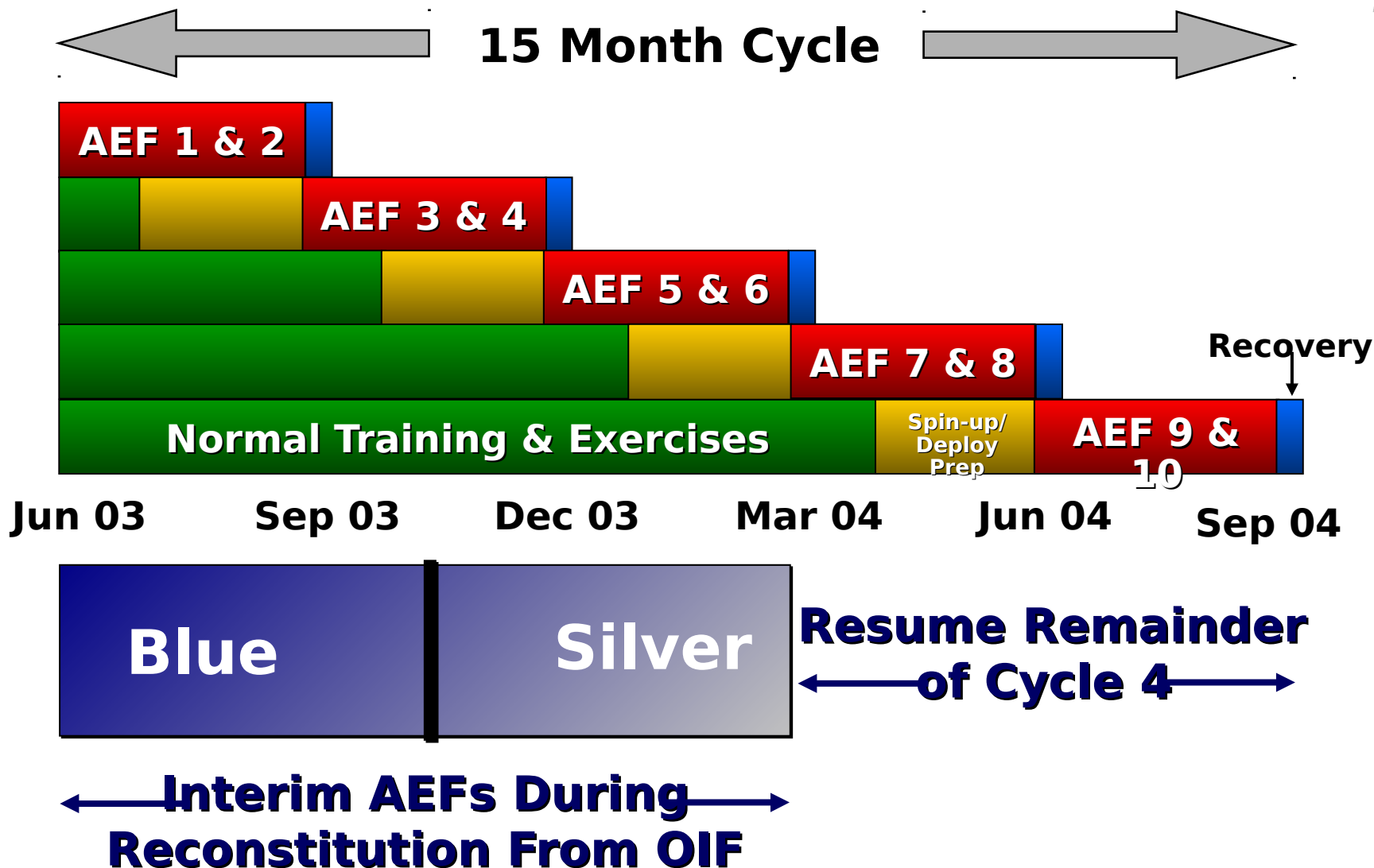
- Reconstitution required following Iraqi Freedom
  - Between five and six AEF equivalents deployed (depending upon particular weapon system) for OIF
  - About a year to “reset” AEF rotational schedule—Lt Gen Keys
- Transitional AEFs were necessary prior to realigning with the planned deployment s for Cycle 4
  - Two transitional AEFs—“Blue” and “Silver” made up of residual capabilities that did not deploy for OIF
  - Approximately 2300 Blue team members were extended beyond the planned 120 deployment period
  - Continue to assess combatant commanders’ requirements
  - Back on track accomplished 15 March 04 with AEFs 7 and 8



# Cycle 4 (Updated)



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# Personnel on Extended ETL (EETL)



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**Silver  
120 Days**

**AEF 7/8  
90 Days**

**AEF 9/10  
90 Days**

**AEF 1/2  
90 Days**

Security Forces 631

Security Forces 631

Security Forces 88

Security Forces 1669

Security Forces 7

Communications 1

Communications 1

Communications 1

LGT 324

LGT 278

LGT 126

EOD 3

Communications 4

**Cycle 5 Begins**

**632**

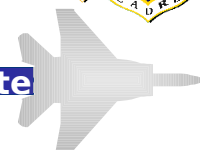
**2175**

**957**



# Cycle 5 Target Base Alignment Template—Active Duty

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## ACTIVE DUTY

AEF 1	AEF 2	AEF 3	AEF4	AEF 5	AEF 6	AEF 7	AEF 8	AEF 9
Elmendorf	SJ	Hill	Lakenheath	Mt Home	Shaw	DM	Cannon	Holloman
Pope	Dyess	Beale	Whiteman	Minot	Langley	SJ	Ellsworth	Barksdale
Tinker	Eglin	Misawa	Cannon	Kadena	Robins	Hill	Eglin	Mt Home
Shaw	Spangdahlem	Barksdale	Offutt	Aviano	Little Rock	Misawa	Tinker	Aviano
Robins	MacDill	Fairchild	Nellis	McConnell	McGuire	Elmendorf	Dyess	Eielson
Moody	McGuire	DM	Grand Forks	Dover	Scott	Lakenheath	Grand Forks	McConnell
Peterson	Scott	Travis	Ellsworth	Kirtland	Lackland	Moody	Travis	Little Rock
Dover	Ramstein	Goodfellow	Tyndall	Malmstrom	Charleston	McChord	Peterson	Wright Pat
Keesler	Sheppard	FE Warren	Brooks	Laughlin	Mildenhall	Edwards	Altus	Kirtland
Hanscom	Patrick	Randolph	McChord	Bolling	Wright Pat	Vandenberg	Columbus	Randolph
Charleston	Laughlin	Edwards	Andrews	Luke	Maxwell	Patrick	Sheppard	Goodfellow
Maxwell	Altus	Vandenberg	Schriever	Hickam	Vance	Los Angeles	Buckley	Mildenhall
	Columbus	Eielson	Los Angeles	Incirlik	Hanscom	Ramstein	Arnold	Brooks
	Luke	Yokota	Holloman	Keesler	USAF Aca	Pope	Hurlburt	Bolling
	Andersen	Buckley	Arnold		MacDill	Andersen	Lajes	Yokota
		Hurlburt	Lajes			Spangdahlem		Tyndall
			Keflavik			Offutt		Nellis
						Keflavik		Schriever



# Cycle 5 Target Base Alignment Template—ANG and AFRC



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	AEF 1	AEF 2	AEF 3	AEF4	AEF 5	AEF 6	AEF 7	AEF 8	AEF 9
ANG	Birmingham	Charlotte	Andrews	Channel Island	Bangor	Baltimore	Boise	Barnes	Lincoln
	Otis	Jackson	Little Rock	Fresno	Forbes	Bradley	Eielson	Battle Creek	March
		Louisville	McGuire	Ft Worth	Knoxville	Des Moines	Farichild	Cheyenne	Meridian
		Madison	Richmond	Klamath	McConnell	Duluth	Pease	Kelly	Milwaukee
		Mansfield	Schenectady	McEntire	Phoenix	Ellington Fld		Martinsburg	Niagara
		Memphis	Scott	Oklahoma City	Pittsburg	Fargo		Puerto Rico	Rickenbacker
		Minneapolis	Salt Lake	Quonset	Reno	Ft Smith		Selfridge	
		Montgomery	Syracuse	Springfield OH	Robins	Garden City		Sioux City	
		New Orleans		Tucson	Steward	Moffett		Sioux Falls	
		Springfield IL				Peoria		Suffolk	
		St. Louis				Toledo		TerreHaute	
						Tulsa			
						Willow Grove			
						Wilmington			
AFRC	Dover	Charleston	March	Barksdale	Dobbins	Davis Montha	Carswell	Beale	Andrews
	Eglin	New Orleans	Maxwell	McConnell	Minn-St. Pau	Niagara	Grissom	Hill	Gen Mitchell
	Lackland	Scott	Pittsburgh	Seymour J ohn	Portland	Patrick	Homestead	Keesler	McChord
	Westover	Whiteman		Tinker	Wright Pat	Peterson	Luke	Youngstown	Travis
							Selfridge		
NOTES:					Changes:	Removed Rhein Mein from Ramstein			Schriever from AEF 9
Spangdahlem includes Bitburg			Maxwell includes Gunter			Added both ANG and AFRC			USAF Academy from AEF 9
Peterson includes C-Springs and Cheyenne Mt			Buckley includes Denver			Keelser from AEF 8 to AEF 5			
Ramstein includes Stuttgart and Sembach			Hurlburt includes Eglin AUX FLD 3			Nellis from AEF 7 to AEF 9			
Mildenhall includes Alconbury, Molesworth and Fairford						Offutt from AEF 9 to AEF 7			



# AEF Updates



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- Selective Guard and Reserve member call-ups to Active Duty are ongoing for remainder of Cycle 4
- Currently 106.6K Guard and 62.1K Reserves in UTCs
- Active Duty 268.0K in UTCs about 75% of USAF
  - Develop “Associate UTCs” to reduce number of Individual Augmentees (IA) and target other areas (e.g., headquarters personnel) for UTCs
- Senior leader billets increased from 57 to >250
- Continued extended tours for AEFs for the “transitional Blue and Silver period” and throughout Cycle 4
  - Indications are that Active Duty personnel leaving the service are not migrating to Guard and Reserve
- Insufficient LD/HD resources prevent alignment with AEF

# Implications for Cycle 4 and Beyond



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- Global War On Terrorism (GWOT) and steady state requirements remain at wartime levels, exceeding USAF ability to fully meet using 2 AEFs
- Extended Estimated Tour Lengths (EETLs)—still required to fill existing/projected AEF shortfalls
- Must define AEF relationship with deliberate planning/execution process
- Need prioritization of combatant commander deterrent/response options
- Must continue to anticipate and adapt during post Major Combat Operations AEF reconstitution and revise the AEF Operating Concept accordingly

**“ We must change for a simple reason: The world has, and we haven’t.” - Secretary**





# Chief's Sight Picture



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- Reduce the force down to 359,000, while fixing the skill mix imbalance by FY05.
- New targets for recruiting down from 37,000 to 34,500.
- Retrain & shift experienced people from over-staffed career fields.
- Work to unclog current training backlogs.
- Manpower cuts will eliminate 13,000 positions.
- Currently, Air force is out of balance for the contingency world in which we live: New Initiatives—voluntary transfers to ARC, restricting reenlistment in overage career fields, shortening service commitments, commissioning ROTC cadets direct to ARC, rolling back separation dates, and undergo officer/enlisted retraining

**“Saddam Hussein buried his airplanes rather than face your Air Force.” - General**



# Summary of Key Principles

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- Provides capability, not airframes
- Predictability and stability for our airmen
- AEF concept utilizes force management tools--  
*Across the Spectrum of Conflict*
- Modular, scalable UTCs build through crisis to MCO back to steady state using one process
- “Reach Forward” concept—Combatant Commander says when, Air Force says who
- Method to quantify “cost of engagement” with triggers for reconstitution planning post-OIF
- Continuing Goal-better integration of the Total Force

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**Better use of air and space power for the 21<sup>st</sup> Century**

- Terms/Background
- AEF Force Management Tools
- AEF Rotation Cycle
- AEF Across the Spectrum
- AEF Crisis Response
- AEF Center
- AEF Battle Rhythm

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# Questions?







# **Warfare Studies Institute**



**U.S. AIR FORCE**

## **Air and Space Expeditionary Force (AEF) Concept**

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